



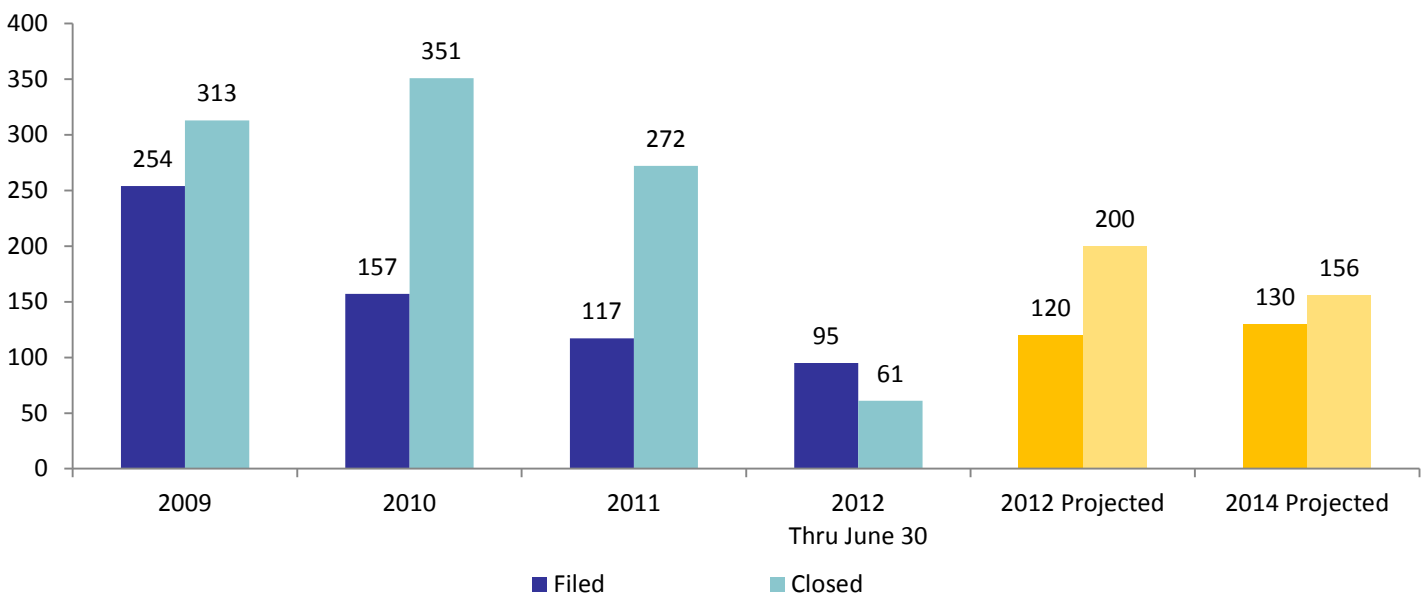
Civil Rights  
September 25, 2012

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Complaint Investigation Case Inventory  
(Cases Filed to Cases Resolved)



**Why is this measure important?**

Managing case inventory is important because it tracks the growing or shrinking size of the case inventory. The inventory is defined as all unresolved cases awaiting a final determination from the Department. The backlog is defined as all unresolved cases older than 12 months, absent cases that are in mediation or where they are not in a position to be acted upon by the Department. Tracking the case inventory serves as an indicator of the potential backlog of cases, ensures that the Department meets its federal contract with the Equal Employment Opportunity Commission (EEOC) and is a measurement of the Department’s outreach and education efforts in the community.

As anticipated in the March 2012 Results Minneapolis, the number of cases closed has decreased due to the significant reduction of cases in the backlog. As a result, the Unit has been able to focus on its outreach efforts. Since the last reporting period, the Department has: 1) restructured the website to make information more accessible; 2) utilized social media tools (Facebook and WordPress); and 3) increased the visibility of the Department by participating in community outreach events such as TC Pride Festival, National Night Out, Somali Independence Day and Urban League Family Day.

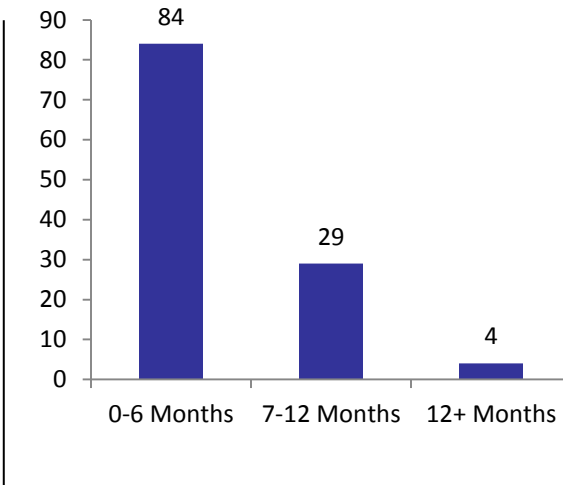
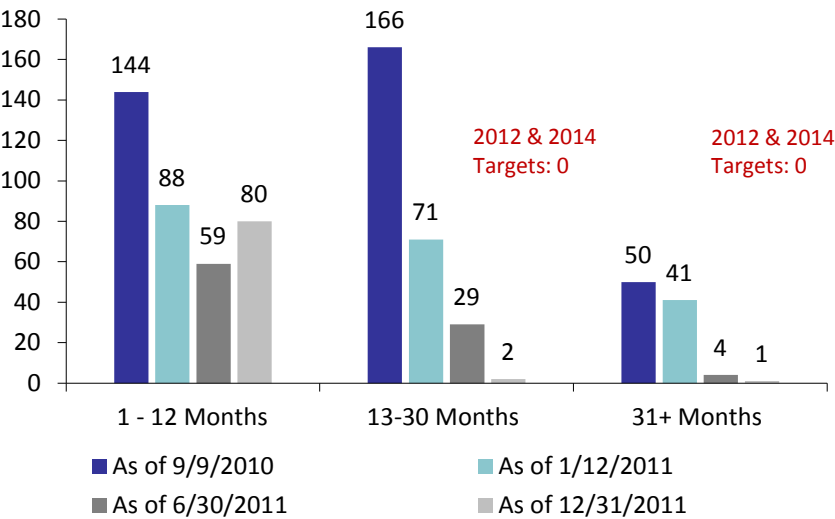
**What will it take to make progress?**

The Department has implemented a Community Outreach & Engagement Plan to become more visible in the community and to inform Minneapolis residents about their protections under the Minneapolis Civil Rights Ordinance. The staff will continue to be involved in a number of outreach activities, setting the groundwork for further involvement in underrepresented communities that are vulnerable to discrimination. The Department will educate the community about the Complaint Investigation Unit’s (CIU) functions and processes, mediation and commission opportunities to develop relationships and enhance communication. The staff will work to establish an on-going working relationship with advocacy organizations, provide services to the targeted community and create intentional opportunities to build stronger, more transparent and accessible partnerships with the community.

Complaint Investigation: Age of Case Inventory

9/1/10 Through 12/31/2011

As of 6/30/2012



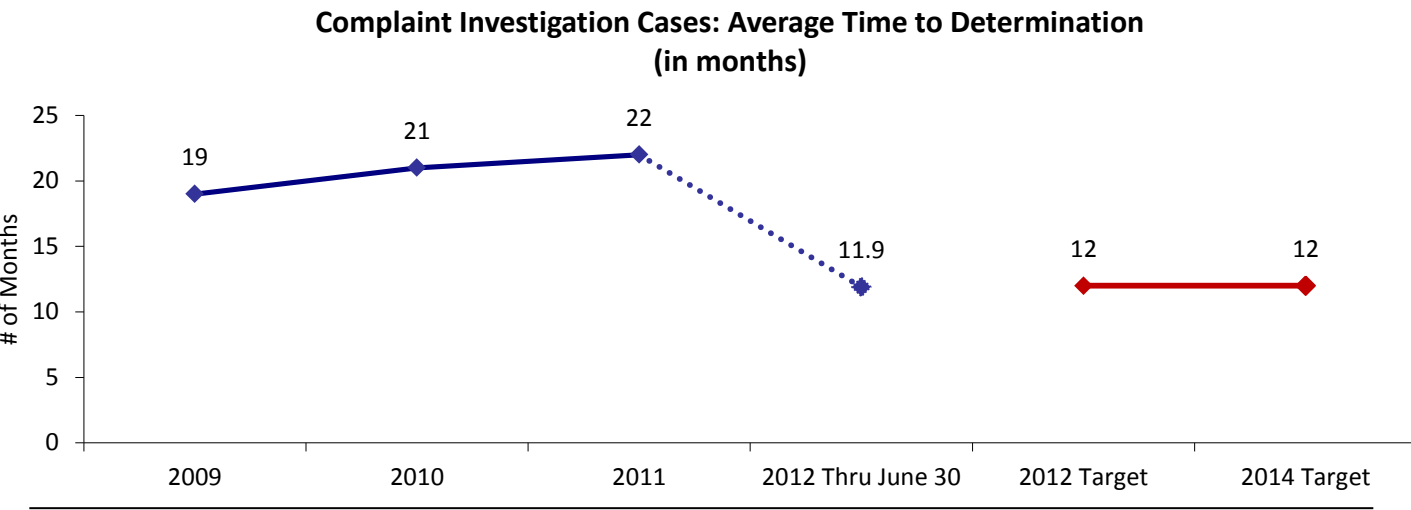
Why is this measure important?

Measuring the age of the cases in the inventory emphasizes the importance of resolving cases in a one-year time period. The graphs also highlight the Department’s ability to resolve a case within a one-year time period. The figure above shows a daily rolling number that assists in predicting the number of cases that will serve as the basis of the backlog should they go unresolved.

The figure above illustrates that as of June 30, 2012, there were 29 cases in the 7-12 month category. To ensure that the backlog does not increase, the challenge for the investigators is to resolve those cases by the end of the 12-month period. The age of inventory graph indicates that there are four cases in the inventory that are older than twelve months. This is a significant reduction of the backlog since 2010 and over the past two years, investigators have concentrated on resolving the cases in the backlog. The Department will continue its case resolution strategy to ensure that the 29 cases in the 7-12 month category do not enter the backlog.

What will it take to make progress?

In order to make progress, the Department needs to stay on a steady pace of investigating cases to reach the goal of resolving cases within a one-year period.



**Why is this measure important?**

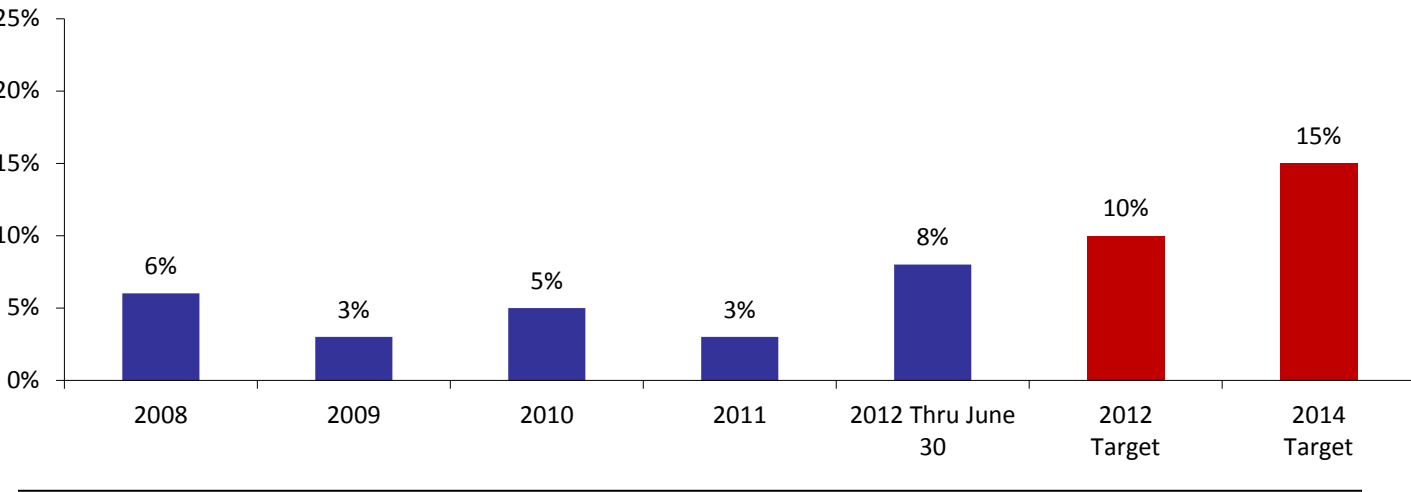
This measure is important because it tracks the average time it takes to issue a final determination. By resolving cases within a one-year time period, the Department has aligned its case resolution practice with similar administrative agencies.

The Department attained the 2012 target of resolving cases within a one-year period. The average time to issue a determination by the Department was 11.9 months. It is important to note, the average time to determination decreased by ten months from the previous reporting period.

**What will it take to make progress?**

The Department will maintain its commitment to resolving cases within a one-year period of time.

Complaint Investigation: Percent of Closed Cases Resolved Through Mediation with Settlements (Pre-Determination) of All Cases Closed



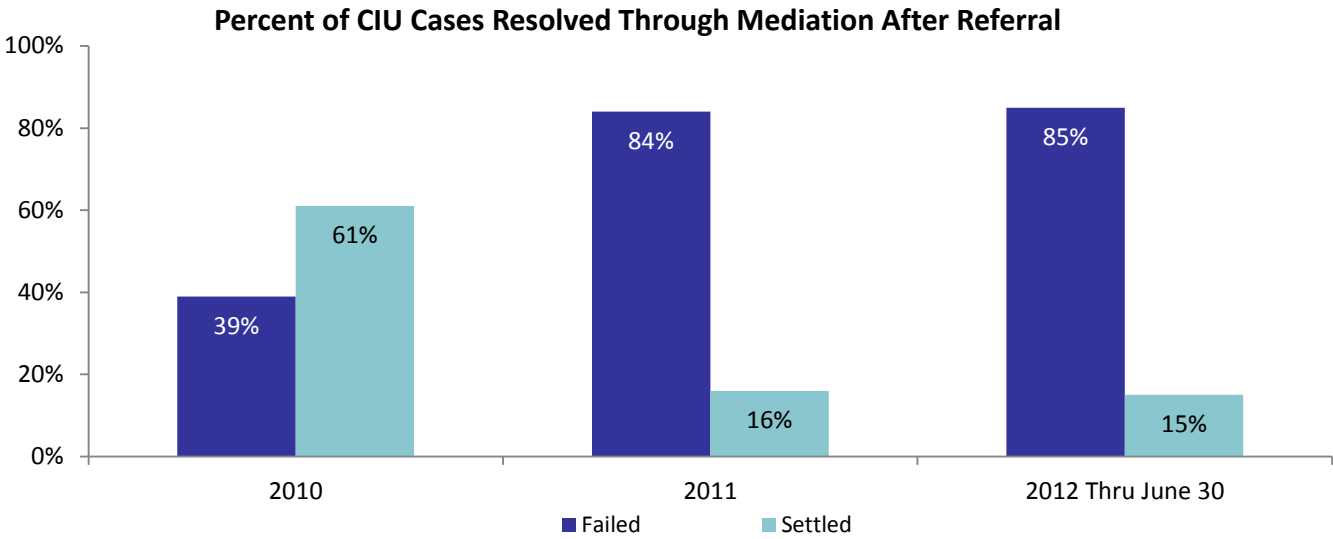
**Why is this measure important?**

This measure is important because mediation is the most efficient means to bring a complaint to closure. Mediation provides an informal and confidential way to resolve disputes with a neutral mediator in a shorter period of time and is more cost effective for all parties involved.

Through the Department’s mediation program, a total of five cases reached a settlement agreement, which is a total of eight percent of the cases closed during the reporting period. The Department is on track to reach the 2012 target for case resolutions through mediation and will continue to encourage parties to participate in the mediation program.

**What will it take to achieve the targets?**

The department has a 2014 target of resolving 15 percent of closed cases through mediation with settlements. To obtain the 2014 target, the Department has built a partnership with Conflicts Resolution Center (CRC) to strengthen the Department’s mediation program by providing a voluntary, affordable and cooperative way to resolve cases and to transform relationships through mediation.



**Why is this measure important?**

The graph above provides the Department with a specific look at the percentage of cases resolved through mediation as opposed to those that do not reach settlement. The graph assists the department with tracking the number of cases sent to mediation, and subsequently, provides an additional indicator for the cases that are anticipated to reemerge from mediation without settlement. With this information, the department can direct its resources as appropriate.

The Department referred 51 cases to the voluntary mediation program. Of the 51 cases referred to mediation, 28 cases failed. The Department considers a settlement failed when one of the parties decline to participate in the mediation program or a resolution could not be met.

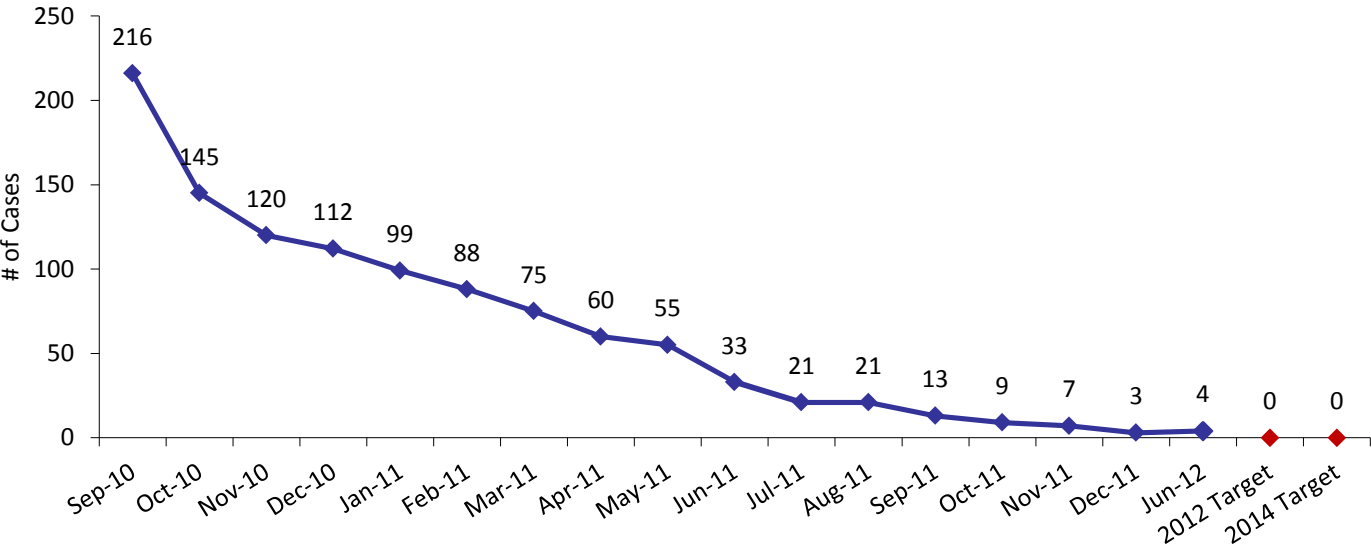
Since the end of the reporting period, the Department has settled nine additional cases, which places the Department on track to reach the 2012 target: 10 percent of case resolutions resolved through mediation. The Department will continue to encourage parties to participate in the mediation program.

**What will it take to achieve the target?**

During the screening process, the department will refer appropriate cases to mediation. The Department will continue to encourage the parties to participate in the mediation program. Here, there are no additional projections because mediation is a voluntary process and it is ultimately the parties’ decision to reach an agreement. The Department will continue to persuade parties to mediate a second time while the case is in the investigation stage.

In order to track the progress of the new goal, the Department will introduce a new measure in the March 2013 Results Minneapolis Report that will provide a breakdown of those cases in which the parties agreed to participate in the mediation program and whether the cases resulted in a settlement agreement or failed. This new measure will identify both the Department’s attempts to encourage parties to mediate and the success rate of the mediators.

Number of Cases in CIU Backlog



Why is this measure important?

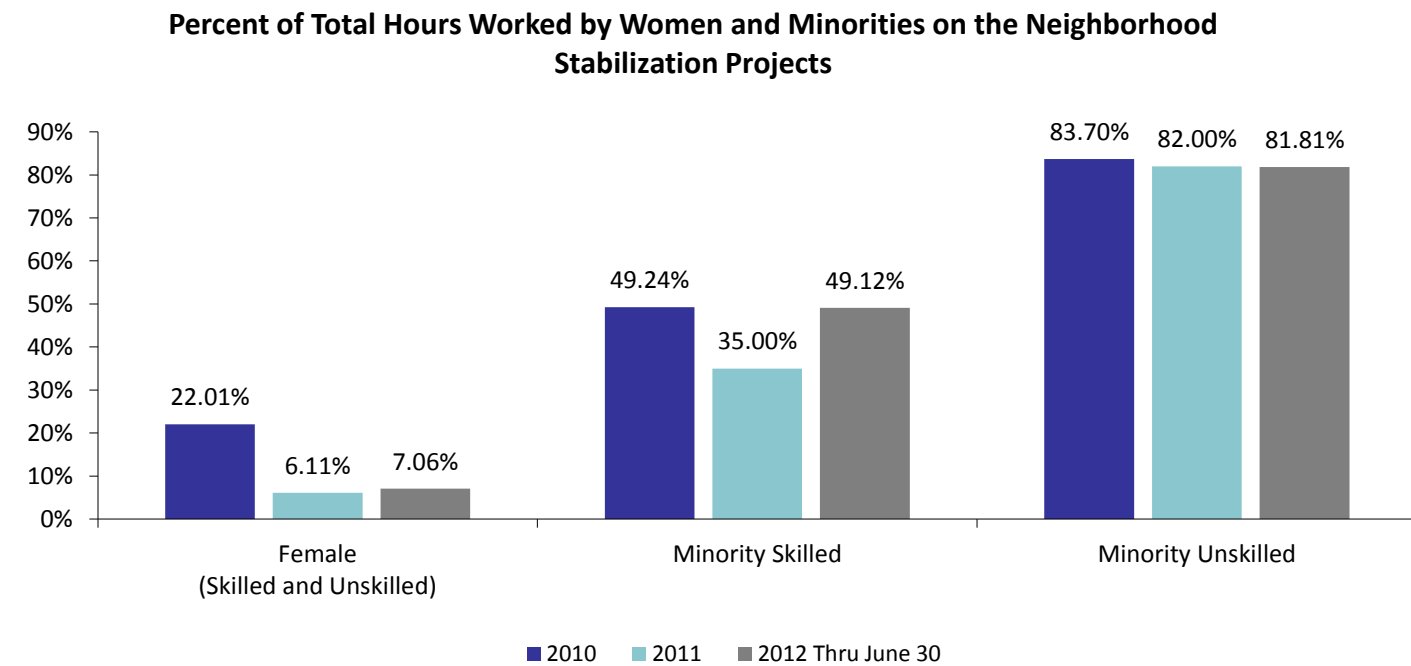
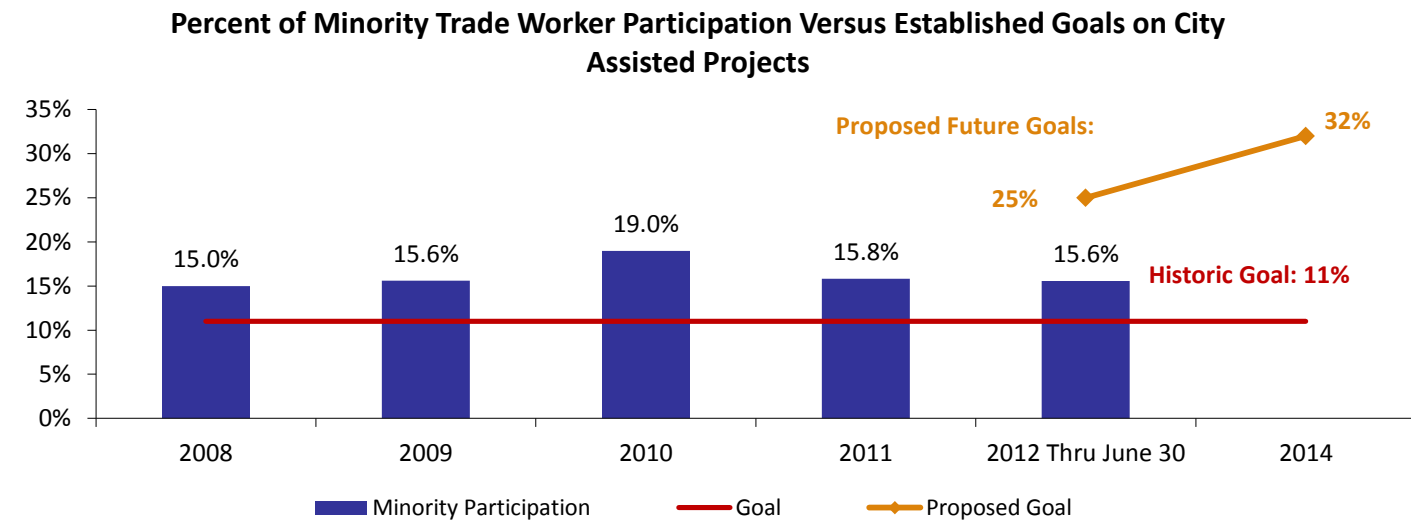
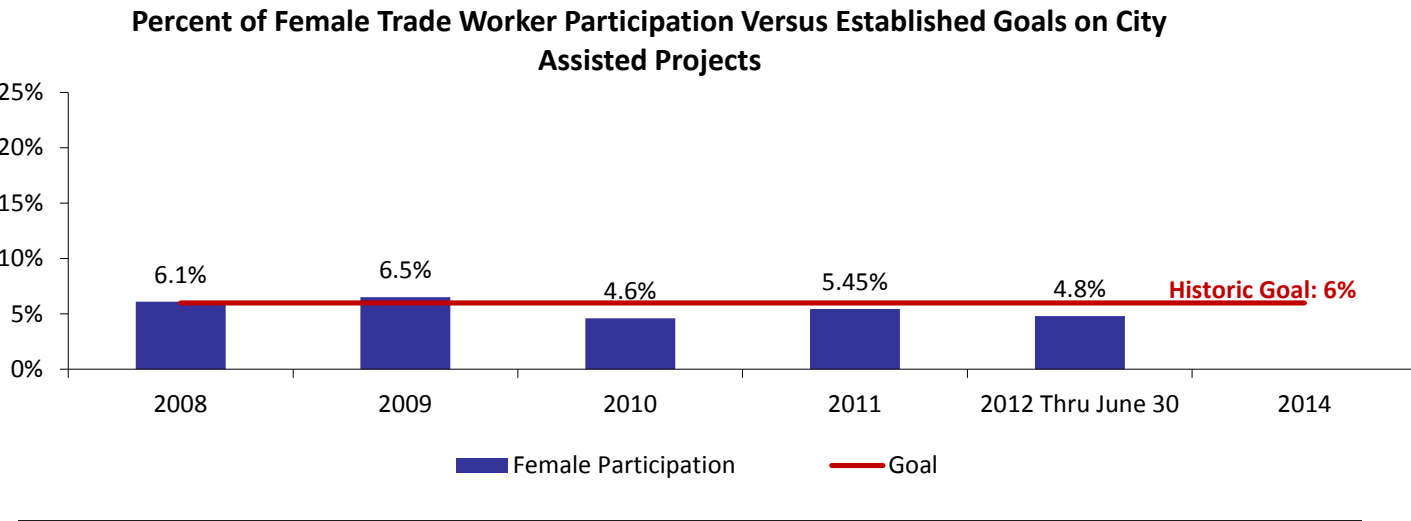
This measure is important because it identifies the number of backlog cases in the inventory. The chart above shows the steady decline of the backlog in the Civil Rights Complaint Investigation process. This measure is significant because it illustrates the consistent and significant progress the department has made in resolving aging civil rights cases since September 2010.

The Department made a commitment to focus on eliminating the backlog and investigating the current case load. As of June 30, 2012, the Department had four cases in the backlog, while maintaining a healthy case inventory of 113 cases.

What will it take to achieve the targets?

The Department has implemented a “To ZERO” Plan, which entails a plan to resolve each individual case in the backlog. Since June 30, 2012, the current number of cases in the backlog is two and the Department anticipates meeting its 2012 target goal of zero by the next reporting period.





### Why is this important?

The Contract Compliance Unit enforces various federal, state and local laws on City funded projects. The laws and rules exist but it is up to the Contract Compliance Unit to make sure they are monitored and enforced. The Contract Compliance Unit monitors contractors to ensure they are taking affirmative steps to recruit, hire and retain a diverse workforce of trade workers. This is done by comparing the hours performed by female and minority trade workers to the overall hours performed by all workers on the job site. These numbers indicate how economic growth and development is extending to minority and female workers. The Contract Compliance Unit works diligently on active City construction projects in order to ensure these numbers are indicating an accurate and progressive story.

The results are an indication of effort put forth by contractors to diversify their workforce, as well as an indication of efforts by the Contract Compliance Unit to actively monitor projects. While the numbers are indicative of a strong effort there is much more that could be done. Each month with limited staff monitoring the largest dollar volume of projects, we may be missing opportunities on the small dollar projects to employ women and minority employees. It is likely that more thorough monitoring would result in better employment participation numbers for the City's residents.

Without the Unit's rigorous monitoring on city projects, it is highly likely that labor on these projects would be monopolized by white males. Ensuring work opportunities are available to females and minorities distributes employment opportunities which in turn improves communities and eventually will contribute to the decrease of the economic disparity in the City of Minneapolis.

If the Contract Compliance Unit were to cease its monitoring and enforcement activities, it is anticipated that the number of people of color and females working on City projects would dramatically decrease. Likewise, with more efficient monitoring and an infusion of resources more thorough monitoring could be expected.

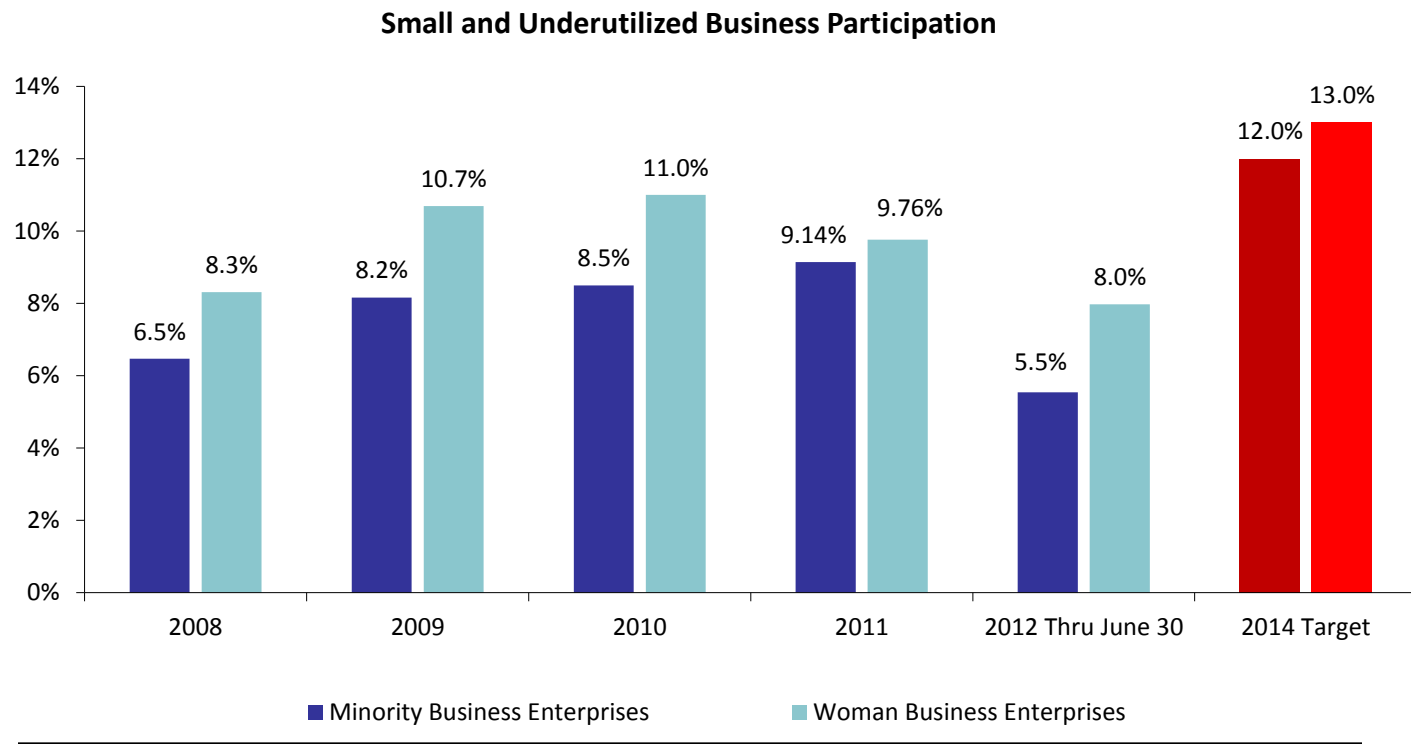
### What will it take to achieve the targets?

In May 2012, the goals for minority project labor participation increased to 32 percent to more accurately reflect the workforce availability in the metropolitan statistical area. The goal for female project labor participation continues at six percent.

To achieve these goals the Contract Compliance Unit will need to focus on close monitoring of contractors, beyond mere spot checking of payrolls. Given the scope of the disparity in employment between whites and minorities in the City of Minneapolis, greater attention to outreach and education to recruit and train female and minority trade workers could also have a positive impact on the number of workers available to meet the goals.

Simply put, the targets will be achieved via improving processes, more effective use of the technology we have, acquisition of technology we need and continued diligence.

Due to the current staffing levels the Contract Compliance Unit will need to determine which projects should be subject to low-level monitoring versus the ordinarily expected level of monitoring, which will have an adverse impact on employment of women and minorities. Additionally, the Unit may need to consider assigning a greater level of administrative tasks to contractors such as providing verification of SUBP contracts and obtaining affirmative action plans from their subcontractors on projects. By reassigning these routine verifications we will be able to more effectively utilize our valuable staff time.



**Why is this measure important?**

The City of Minneapolis Small and Underutilized Business Program (SUBP) is fully committed to enhancing the opportunity of small minority-owned and women-owned business enterprises to compete for contracts for goods and services over \$50,000, and construction and development contracts over \$100,000. Increasing the number of contracts awarded to small minority and women-owned business enterprises creates a fair and open competitive market and improves community participation.

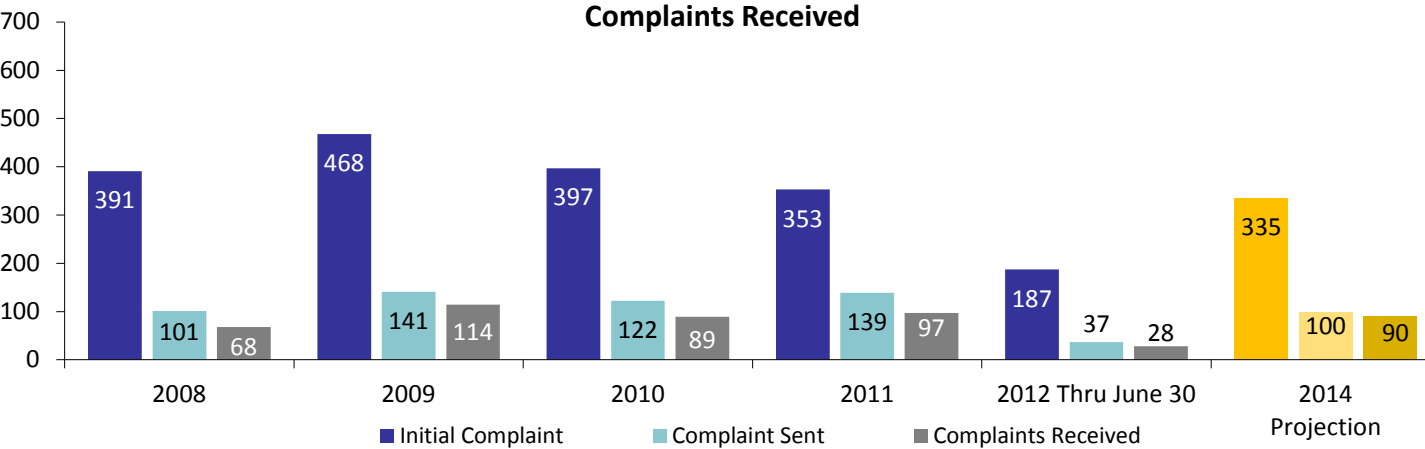
**What will it take to achieve the targets?**

Success is achieved with the necessary resources, attitude and environment, along with developing and maintaining a professional workforce of small business specialists who are prepared and motivated to lead and manage all aspects of the Small and Underutilized Business Program.

The Supplier Diversity Program is an additional weapon in the Unit’s arsenal used to increase opportunities for small businesses. The City of Minneapolis Supplier Diversity Program strives to ensure that 25 percent of the City’s business is transacted with small businesses owned by minorities and women that have been certified with the Minnesota Unified Certification Program (MN/UCP).

The Department continues to certify qualified minority and women-owned business enterprises which is essential to achieving the targets. Certification is free of charge and the application may be completed online in an effort to make the certification process easier for the applicants. Additionally, the Unit has helped to create an online directory of businesses so City departments, government entities and contractors can directly contact a business to buy goods or services.

Civilian Review Authority (CRA) Initial Complaints, Complaints Sent and Signed  
Complaints Received



**Why is this measure important?**

This measure is important because it addresses two of the three crucial confidence factors for an effective police accountability system:

- 1) Proper receipt and documentation of complaints;
- 2) Timely and thorough investigation of complaints; and
- 3) Timely communication of the outcomes.

The “initial complaint” measure above is an indicator of the citizens’ perceptions of police misconduct. The measure of “complaints sent” indicates complaints that merit additional Civilian Review Authority (CRA) staff action. The measure of complaints received indicates the citizens’ willingness to continue through the CRA process.

**What affects the projection?**

In general, the above projections are affected by a person’s real or perceived negative interactions with the police and the person’s confidence in the City’s combined efforts to address the concerns.

Should the City Council adopt the new model for civilian oversight in Minneapolis, thereby integrating licensed police officers into a civilian model to address the issue of professional discipline of law enforcement, there may be a shift in filing patterns motivated by the citizens’ confidence in the new process.

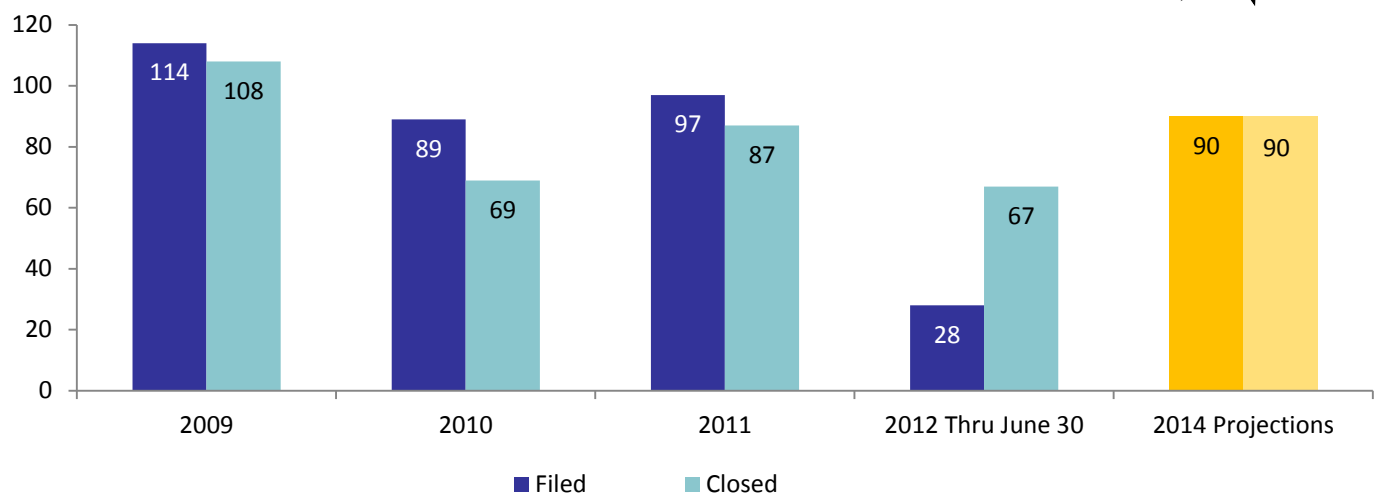
*NOTE: At the next Results Minneapolis meeting, the CRA may be functioning as a new unit with the MPD Internal Affairs Unit. In that case, new measures will be developed that both the Civil Rights and Police Departments agree on for Results Minneapolis progress conferences.*

*Future new measures related to citizens’ perceptions of police misconduct may include the following:*

- Number of complaints received;
- Types of allegations received; and
- Disposition of the complaints received – precinct-level, mediation, dismissal, investigation.



Civilian Oversight Case Inventory (Cases Filed to Cases Resolved)



Why is this measure important?

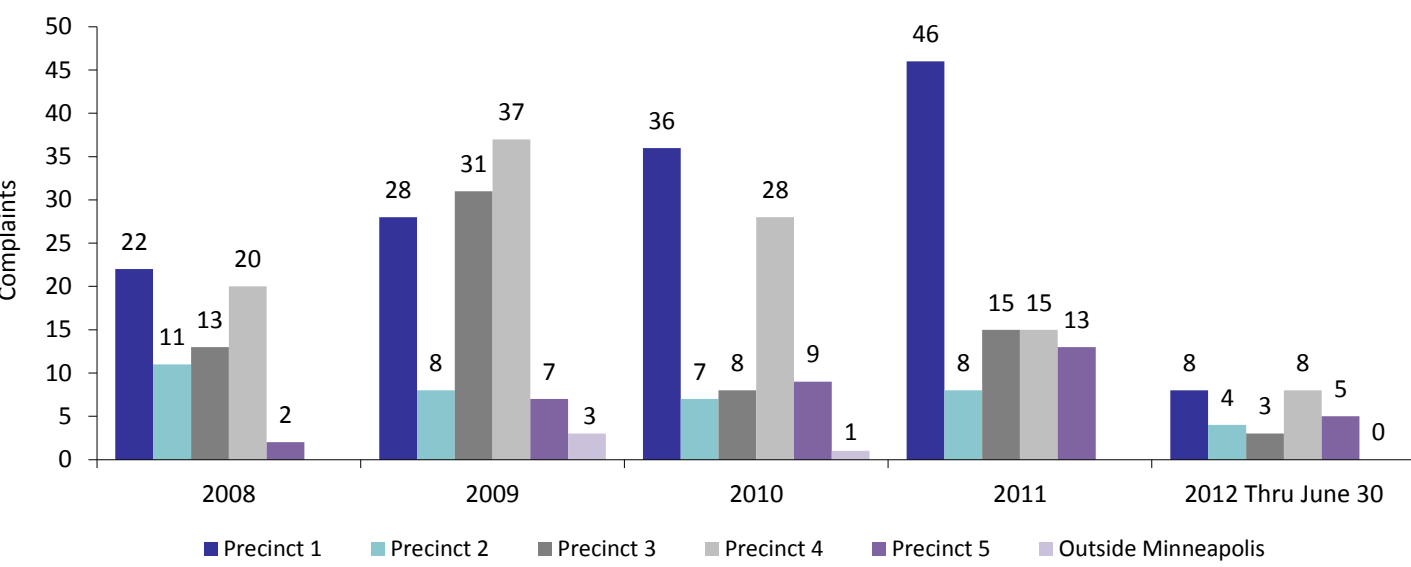
This measure is important because it is one of the methods used to track the changing size of the case inventory. Tracking the case inventory is also used as an indicator of the case backlog. The chart shows that more cases are consistently being filed than closed, slowly resulting in a backlog in the case inventory.

What will it take to make progress?

The goal must be to close more cases than those added to the inventory, which has been the case for the first half of 2012. Additionally, the intake function should be consolidated to allow investigators time to focus on conducting investigations. A pre-charging screening function should be added to the intake process which will act to identify best candidates for mediation and will prevent cases lacking jurisdiction from entering into the inventory. This process will also address cases at the front of the process, thus improving the effectiveness of the work group.

NOTE: In the event the City Council adopts the proposal to have CRA and IAU serve in a consolidated work group, redistribution of the case load would be the most efficient manner towards elimination of the backlog.

Civilian Review Authority Signed Complaints by Precinct



Source: Civilian Review Complaint Management System (CRCM)

Why is this measure important?

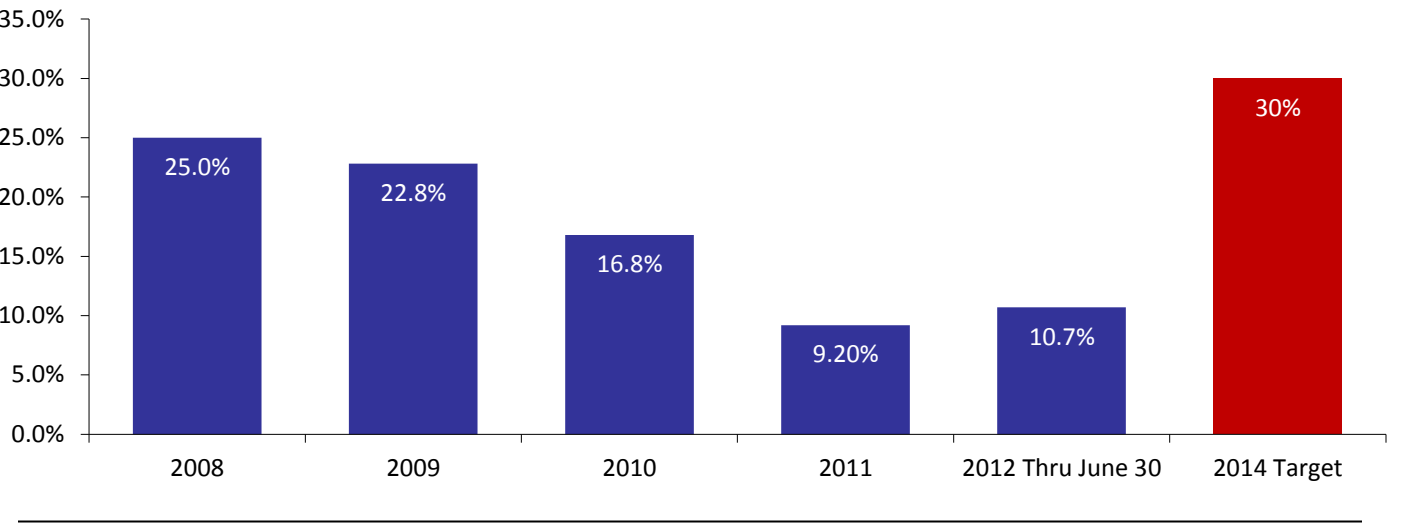
This measure shows the distribution of complaints by precinct. An understanding of where the complaints originate is critical to implementing strategies to reduce the number of overall complaints received. The above measure only represents patterns of complaints by location.

What will it take to achieve the targets?

In general, the new investigative agency will need to promptly handle complaints of police misconduct. Proactive MPD policy and training review, corrective action, changes in the department culture and changes in management as needed may have the desired effect on changing patterns of complaints.

NOTE: At the next Results Minneapolis meeting, the CRA may be functioning as a new unit with the MPD Internal Affairs Unit. New measures will be developed that the Civil Rights and Police Departments agree on for Results Minneapolis progress conferences.

Percent of Signed Complaints That Went to Mediation



**Why is this measure important?**

Mediation of complaints against police officers is an opportunity to promote police and community understanding, goodwill and quicker resolutions of citizen complaints. For some citizens, the opportunity to speak with an officer outside of the sphere of police power is an empowering experience. For some officers, the opportunity to correct or explain an action after the incident has passed is refreshing. Currently, screening of complaints is a required step of the CRA process. The ordinance requires that all complaints be screened for qualification for the mediation program.

**What will it take to achieve the targets?**

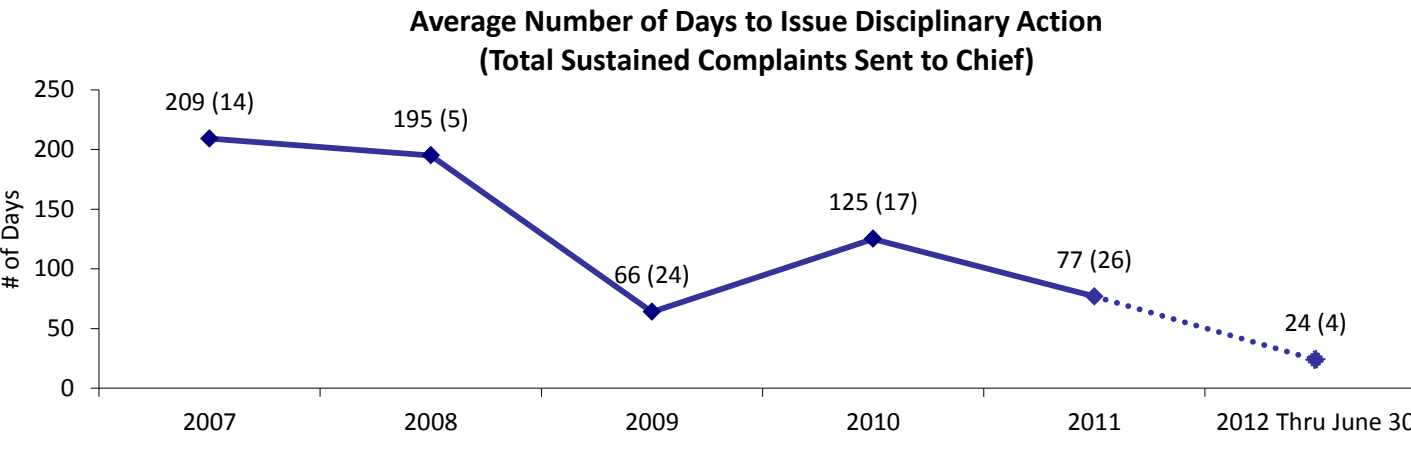
Mediation of allegations of police misconduct requires proper selection of complaints for mediation, skilled mediators, sincere effort of the parties and timely scheduling of the mediations.

The CRA’s strategies to accomplish the targets for the CRA mediation program will involve maintaining a pool of experienced mediators, quick removal of unsatisfactory mediators and preparing citizens and officers for mediation during initial conversations.

The percentage of complaints that go to mediation is affected by the type of allegations, the seriousness of the events, the CRA record of the officers involved and the discretion of the assistant director.

*NOTE: It is anticipated that mediation will be more attractive to officers under the new combined agency as it is supported by MPD management and the police union. The new agency will need to implement a communication program that explains the benefits of mediation and dispels the myths.*

*At the next Results Minneapolis meeting, the CRA may be functioning as a new unit with the MPD Internal Affairs Unit. New measures will be developed that the Civil Rights and Police Departments agree on for Results Minneapolis progress conferences.*



**Why are these measures important?**

All delays in communicating to the public about complaints filed against police officers raise concerns and doubts about the City’s willingness to take police behavior seriously. Currently, the Chief has 30 days to choose one of the four options: 1) discipline; 2) no discipline with explanation; 3) request reconsideration; or 4) request a 30-day extension. It should be noted, however, that the CRA cannot report the conclusion of the filed complaint until after the Chief has made the disciplinary decision (imposition) and the decision is final. The time between discipline imposition and final disposition can be many months or even years, due to arbitration proceedings.

**What will it take to achieve the targets?**

The new investigative agency and the MPD management should have an explicit expectation that the discipline process from the beginning to the end, for all involved, is just as important as providing direct service on a call.

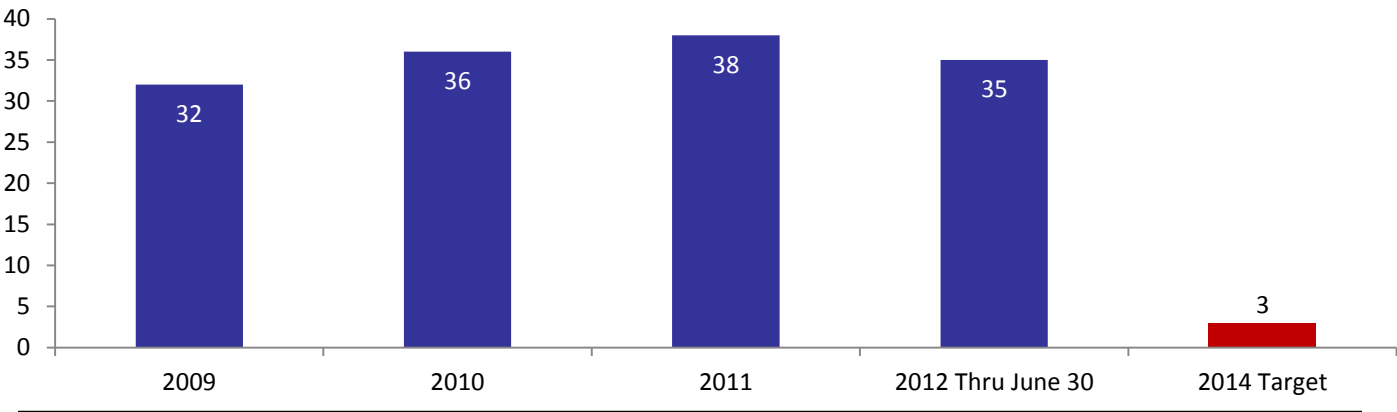
Under the new process, multiple reviews of the case recommendations were eliminated with the expectation that an officer has provided all pertinent information during an investigation. These steps should reduce the amount of time needed for the Chief to make a disciplinary decision.

*NOTE: At the next Results Minneapolis meeting, the CRA may be functioning as a new unit with the MPD Internal Affairs Unit. New measures will be developed that the Civil Rights and Police Departments agree on for Results Minneapolis progress conferences.*





Average Time to Complete Case Investigation  
(in Months)



**Why is this measure important?**

This measure is important because it tracks the average time it takes to complete a CRA investigation under the current process. It is generally accepted that the consequences should be closely connected to misconduct. Timely corrective action and recommendations of no wrongdoing help instill confidence that the City is serious about addressing police misconduct.

Currently, this measure is important because it is an indicator of the CRA’s response to citizens’ complaints. This measure is also important because it has been a factor in how the MPD considers CRA complaints in its disciplinary process.

In the future, this measure will be less important because it is anticipated that the new investigative agency will be adequately resourced to handle complaints responsibly. Measures related to investigative time will communicate to the public that the City seeks to address citizens’ concerns. The CRA ordinance currently requires that complaint investigations be completed within 60 days, unless a 30-day extension is granted.

**What will it take to make progress?**

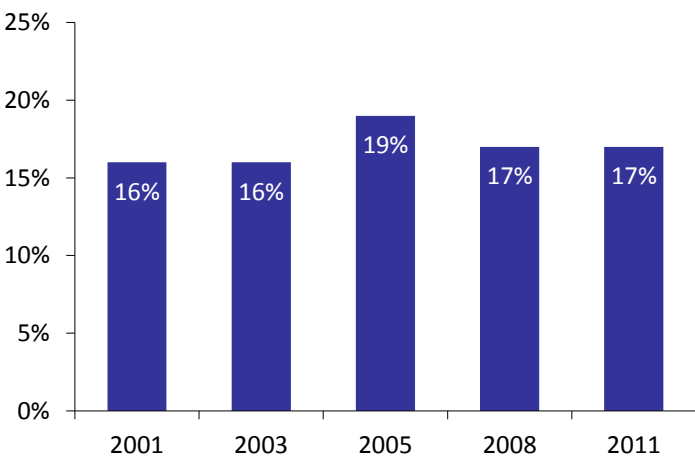
The target of completing investigations within an average of three months will not be reached until after the elimination of the backlog is achieved. Under current resourcing of the CRA, the CRA will not meet the 90-day target. As shown above, the CRA averaged 35 months to complete an investigation in 2012 with the current amount of resources (which included a temporary employee who only processed initial complaints).

*NOTE: The implementation of the CRA Business Process Improvement (BPI) suggested changes would provide citizens and officers with faster outcomes that have been demanded for years. It will be important that the agency maintains its resource level to ensure that complaints are handled quickly. The new agency will have nine investigators and additional support personnel. In addition, process redundancies were removed, allowing for faster processing, but without sacrificing the necessary checks and balances. It is hoped that once the new agency is fully operational and tweaked for improvements, the City will experience reduced complaints, lower liability payouts and better community relations.*

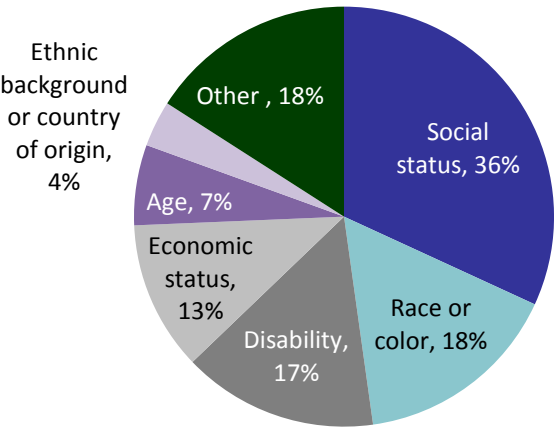
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# Appendix

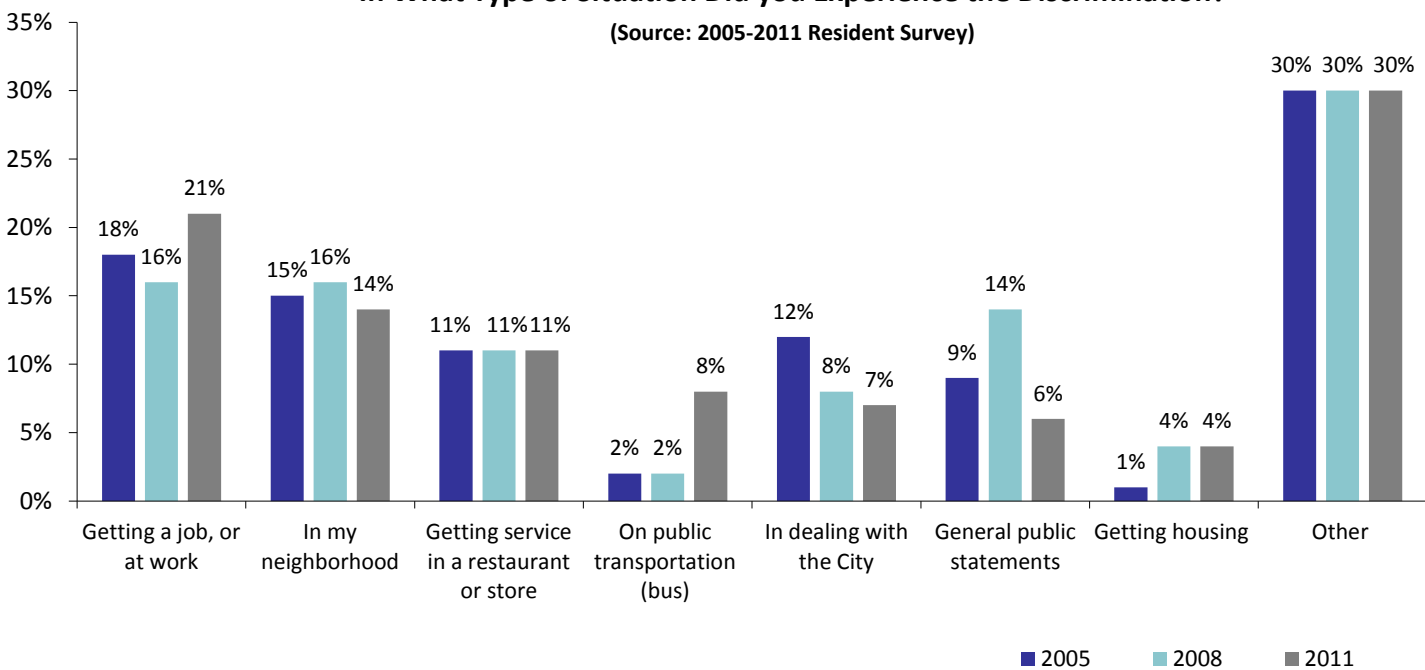
**Residents Who Reported Experiencing Discrimination in Minneapolis in the Past 12 Months**  
(Source: 2001-2011 Resident Survey)



**For What Reason or Reasons Do you Feel You Were Discriminated Against? (2011)**  
(Source: 2011 Resident Survey)



**In What Type of Situation Did you Experience the Discrimination?**  
(Source: 2005-2011 Resident Survey)



## An Analysis of Discrimination based on Social Status in the 2011 Minneapolis MN Resident Survey

By: Anthony Johnson, Urban Scholar July 23, 2012

At the September 21<sup>st</sup> 2011 *Results Minneapolis* progress conference for the Department of Civil Rights, a question was asked about the apparent increase of discrimination based on social status indicated by the 2011 Minneapolis Resident Survey (Survey). At the first opportunity a deeper analysis was requested and this report is the result. The Survey results indicate that from 2008 to 2011 there was a 32% increase in people who reported that they were discriminated against based on social status in dealing with the City of Minneapolis. This information leads the reader to believe that discrimination based on social status increased by 32% since the last survey in 2008. This 32% increase corresponds to an increase of 4 individuals that interviewers reported were discriminated against based on social status from 2008 to 2011. The sample sizes used to determine the 32% increase were, 20 people in 2008, and 14 people in 2011. Because the sample sizes are so small, the margin of error when comparing the increase in percentages from 2008 to 2011 is plus or minus 27%, meaning the increase could be anywhere from 5% to 59% when applied to the entire population. Consequently the change in percentages is statistically insignificant because the margin of error is extremely high and chance cannot be ruled out as a factor in this increase. This data should not be used as the basis for public policy as it may not accurately represent the true reasons for the response of “discrimination” by surveyed individuals that have been the victim of a perceived wrong-doing by city departments. The most important aspect that should be considered from this data is that respondents reporting that they were discriminated against by a City department has been declining since 2003.

### Summary

- Overall, the percentage of people experiencing discrimination has remained about the same 17% (N=214) in 2008 and 17% (N=192) in 2011.
- The number of people experiencing discrimination in dealing with the City is declining. (40 in 2003, 33 in 2005, 20 in 2008, 14 in 2011).
- Of the 20 people in the 2008 Minneapolis Resident Survey who claimed they were discriminated against by the City, Interviewers reported that 1 respondent felt it was because of their social status.
- Of the 14 people in the 2011 survey who claimed they were discriminated against by the City, interviewers reported that 5 respondents felt it was because of their social status.
- Interpreting what constitutes social status is at the discretion of the interviewer. The ambiguity of the term social status and the fact that there are multiple interviewers interpreting what constitutes social status cannot be ruled out as a factor in this increase.

Data Interpretation

In the March 20, 2012 Civil Rights *Results Minneapolis* report, the reasons for discrimination were presented as if it represented the entire sample that reported experiencing discrimination, which is incorrect. There is a stipulation in the survey which states that the reasons for discrimination should be asked only of respondents who stated that they were discriminated against by a City department. The population that experienced discrimination in dealing with the City only account for a small percentage of the total surveyed that felt discriminated against; 8% (n=20) of the people who felt discriminated against in 2008 and 7% (n=14) of the total number of people who felt discriminated against in 2011. Since 2003, the percentage of people who experienced discrimination in dealing with the City has been steadily declining.

Although there was a substantial increase in the percentage of people experiencing discrimination based on social status in dealing with the City, the number of people reporting this type of discrimination has increased by four individuals only; 1 person in 2008 and 5 people in 2011. This increase is exaggerated when it is presented as a percentage, but when it is presented numerically it is apparent the change is subtle. Due to the small sample size in 2008 and in 2011, chance cannot be ruled out as a factor in this increase, thus the increase is statistically insignificant.

As a result of the small sample sizes, this statistic might not accurately portray the population it is supposed to represent. Moreover, the reasons why discrimination has occurred are reported at the discretion of the interviewer, and what constitutes social status may vary from person to person.

Discrepancies

Table 1: Published

	2008	2011
People who reported discrimination	543, 43%	192
People who reported discrimination in dealing with the City	543, 20, or 18	14
People who claimed Social status discrimination in dealing with the City	4% of 543, 20, or 18	5
Total Responses	1258	1172

Table 2: Corrected

	2008	2011
People who reported discrimination	*226	192
People who reported discrimination in dealing with the City	20	14
People who claimed Social status discrimination in dealing with the City	1	5
Total Responses	1258	1172

There were a number of discrepancies in the 2008 report that should be addressed.

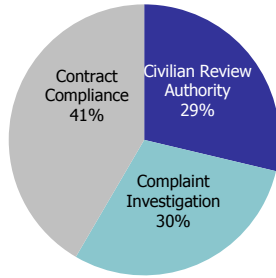
- Subsequent to the results of the survey being published, the publisher, National Research Center Inc. admitted that the report was in error and that 226 is the actual number of people who reported discrimination, not 543.
- The survey states that 543 or 43% of the total people surveyed experienced discrimination. This figure is reported as 17% of the population surveyed on page 46 of the 2008 survey, as well as in the 2011 report.
- 543, or 43% of the population, is the figure which is also used as the sample size for “the reasons for discrimination” portion of the survey which is incorrect. If the data reflects how the survey is supposed to be conducted, then “the reasons for discrimination” should only be asked to the respondents who had an issue with the City, which is reported as 8%. In the 2008 survey this stipulation is not stated, which makes it appear as though the reasons for discrimination statistic corresponds to everyone who experienced discrimination, as opposed to people experiencing discrimination in dealing with the City.

### Recommendations

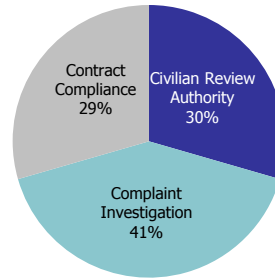
- Create a much more specific, or follow up survey, targeted towards people who have experienced discrimination in dealing with the City to obtain a larger sample size. *(this is necessary to determine what the primary reason for discrimination by City departments is)*, OR
- Change the survey so that the reasons for discrimination are asked to everyone that reported discrimination, not just the respondents who reported discrimination in dealing with the City. Because the percentage of people experiencing discrimination by a City department has been continually declining, the reasons of discrimination statistic will become increasingly unreliable. Changing the survey so that the reasons for discrimination are asked to everyone who reports discrimination will result in a larger sample size and consequently more accurate data.
- The term “social status” is ambiguous and inherently encompasses other categories in the survey. A clear definition is necessary for interviewers to determine what constitutes social status. As it is, interpreting discrimination based on social status is at the discretion of the interviewer, OR
- Remove the option of “discrimination based on social status” entirely from the survey. The interviewers are able to select multiple categories for why discrimination has occurred. The ability of the interviewers to select multiple categories should adequately address the reasons that a respondent was discriminated against.
- Instruct the National Research Center surveyors to include numbers adjacent to every percentage they have in the report. There are errors in both the 2008 and 2011 report primarily in the way percentages and sample sizes are represented.
- In future surveys, the reasons for discrimination should pertain to the protected classes identified in the Minneapolis Civil Rights Ordinance. Since Social Status is not a protected class, the Civil Rights department cannot lawfully investigate or act on discrimination based on social status.
- Acknowledge the steady decline of respondents claiming that they experienced discrimination by a City department.

## Management Dashboard: Civil Rights

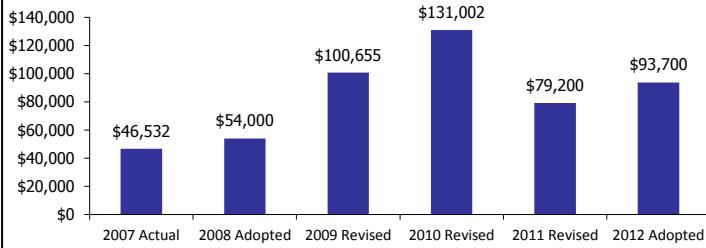
**2012 Expenditures by Division: \$2.52 million**



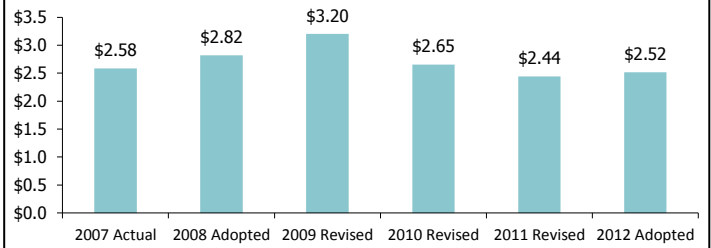
**2012 Positions by Division (19 total)**



**Revenue 2007-2012 (in thousands)**



**Expenditure 2007-2012 (in millions)**



### Loss Prevention Data

Year	2007	2008	2009	2010	2011
Workers Comp	\$0	\$2,492	\$2,964	\$9,994	\$11,799
Liability Claims	\$0	\$0	\$0	\$0	\$0

### Average Sick Days Taken per Employee (\*)

Year	2007	2008	2009	2010	2011	City Avg.
Days	6.6	6.8	8.0	8.0	6.5	NA

### Workforce Demographics

Year	12/31/2003	12/31/2011	City Avg.
% Female	71%	71%	31%
% Employee of Color	50%	71%	24%
# of Employees	24	17	

### Overtime Costs

Year	2007	2008	2009	2010	2011
Hours	-	8.0	28.8	6.0	-
Cost	\$0	\$298	\$1,057	\$229	\$0

### Employee Turnover

Year end	2008	2009	2010	2011	City Avg.
Turnover	36.0%	47.8%	39.0%	17.7%	5.42%

### Positions Vacancies

Year end	2008	2009	2010	2011	City Avg.
Percent of Total	7%	17%	15%	15%	7%

### Performance Reviews Past Due in HRIS

As of 9/20/12	6%
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### Retirement Projections

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Number	0	0	0	0	0	1	0	0	2	1	1
Cumulative %	-	-	-	-	-	6%	6%	6%	18%	24%	29%

**Notes:**

**Average Sick Days taken per Employee**

- A) Based on the payroll calendar year not the calendar year.
- B) Does not include employees who were in a suspended ("S") Pay Status at the end of a given payroll year.
- C) Includes employees who are in a paid ("P") Leave of Absence status and an unpaid Leave of Absence status ("L").

**Overtime Costs**

- A) OT amount - Fiscol. Reconciled with CRS and Data ware house queries.
- B) Hours - based on HRIS management reports with payroll data

**Workforce Demographics**

- A) Includes employee counts at year's end for 2003 and 2007. Finance received a number of positions from MCDA/CPED, the Development Finance group, explaining in part the jump in employees from 2003 to 2007.
- B) Only includes active FT regular employees.

**Employee Turnover and Savings**

**Position Vacancies**

- A) Includes only budgeted positions

**Retirement Projections**

- A) The projected time an employee is eligible to retire is based on service time in HRIS. For employees who received pension service credit in other organizations, the actual year of retirement eligibility may be sooner than the projections show.



